Proa Nova

FREE SAMPLE · HUMAN CARTOGRAPHY FOR COMPLEX MOMENTS

Leader's Guide

supporting a career change on your team

How to support someone on your team who is changing professional direction, without intruding and without turning it into retention or evaluation.



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CHAPTER 1

Supporting from your role isn't holding on or fixing

> *That urge comes from care, and it almost always goes wrong.*



They tell you they no longer know whether this job is for them. Or that an offer came in from outside. Or they tell you nothing, but they arrive on Mondays carrying the tiredness and leave things half done. And you, with all your responsibility for the team and for that person, feel the urge to fix it: offer another role, increase their pay, ask them to wait until the quarter is over.

That urge comes from care and responsibility, and it almost always goes wrong. When someone is in the middle of a change like this, the answer they most need doesn't exist yet. What can exist is a place where saying it costs nothing, and a person across from them who doesn't require them to have it.

What helps isn't holding on to someone or fixing their future for them. It's making thinking out loud stop being a risk. Your job isn't to decide for that person, or to make them decide quickly: it's to stay close while the question is still open, to ask good questions instead of giving good answers, and to be clear about what is within your hands.

That's harder than it sounds: staying with an open question makes you uncomfortable twice, for the person and for your team.

TO TAKE WITH YOU

Table of phrases

INSTEAD OF SAYING…	YOU CAN SAY…
"Are you going to leave?"	*"How are you doing with work right now, beyond the results?"*
"You have a future here."	*"I don't need to know what's next for you. I care how you are."*
"Tell me what you want to do."	*"What do you need from me to work well these weeks?"*
"I'm proposing a new role for you."	*"Before I propose anything, I want to understand what's been costing you."*
"You're key to the team."	*"I value what you bring. And I want you to decide without carrying that."*
"I'm telling you this as a friend."	*"I'm telling you this as your manager, and I want you to know what I'll do with what you tell me."*
"Think it over carefully before you decide."	*"Take the time you need. There's no rush here."*
"Thanks for the notice." (if they're leaving)	*"Thank you for telling me. How would you like us to handle it?"*
"Everything will be fine with the restructuring."	*"This is what I've been told. If I find out something that affects you and I can tell you, I'll tell you myself before you hear it somewhere else."*

THIS IS A SAMPLE

The full guide

It continues with what gets said and why it rarely helps, the limit of your role, six moments seen from your chair, what happens to you, situations specific to people who manage, privacy and fairness, when to suggest professional help, three example conversations and a sheet for talking it through together.

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